

SCOTTISH POLICE
AUTHORITY

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| Meeting | Public SPA Board Meeting |
| Date | 22 March 2017 |
| Location | Stirling Court Hotel, Stirling |
| Title of Paper | Proposed Transfer of Services from Aberdeen Service Centre to Police Scotland Service Centre |
| Item Number | 9.2 |
| Presented By | ACC Hawkins |
| Recommendation to Members | For Approval |
| Appendix Attached: | YES |

PURPOSE

The purpose of this paper is to provide members of the Scottish Police Authority (SPA) with the assurance required, to consider final approval for the transition of call handling activity and incident management from the Aberdeen Area Control Room & Aberdeen Service Centre to the ACR North and Police Scotland Service Centre sites (as has previously been approved in principle).

This paper is submitted in line with SPA Governance Framework.

1. BACKGROUND

- 1.1 In January 2014, members approved the strategic direction for C3 Division. This included the creation of the Police Scotland Service Centre (PSSC) situated at Govan, Motherwell and Bilston Glen. It also included the creation of 3 regional Area Control Rooms (ACR) covering the West (Govan), the East (Bilston Glen) and the North (Dundee).
- 1.2 The PSSC, when fully established, will receive all 999 and 101 calls made in Scotland. Calls will be answered by the first available Service Advisor across the 3 sites which will result in a quicker and more consistent service being provided to the public.
- 1.3 Calls which require a police response will be transferred from the PSSC to the relevant ACR from where the police response will be controlled and managed.

2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1 Virtualisation was successfully introduced within the PSSC in November 2016 and this was followed by the transition of call handling activity from Dundee Service Centre & ACR to the PSSC in January 2017.
- 2.2 The next milestone on the programme timeline, the closure of the Aberdeen ACR and Service Centre, will result in the transition of call handling activity (both 999 and 101 calls) to the PSSC, with the management of police incidents being controlled from ACR North.
- 2.3 This will see the realisation of a number of call handling benefits. In general terms these are:
 - The ability to command incidents and manage resources across previous legacy boundaries.
 - Improved service delivery to the public.
 - Increased resilience.
 - The standardisation of processes.
 - Equal access to information systems and improved risk assessment.

Readiness for Change

People

- 2.4 A workforce planning model has been developed for C3 Division based upon current demand data, average call handling times and staff abstraction data. A recognised call centre resource calculator was used and in turn this model was subject to independent review by Sabio who are recognised experts in this field. This review stated:

“Sabio are happy to confirm that the Police Scotland model is fit for purpose and that the calculations within will produce a level of staffing that will provide the level of stability required.”

- 2.5 Planning to deliver the required staffing level is at an advanced stage and this will be in place prior to 'go-live'. Consequently there will be sufficient staff capacity to transition all calls from the Aberdeen ACR and Service Centre to the PSSC.

ICT

- 2.6 Significant improvements have been made in relation to ICT stability in recent months. Key developments include:
- The implementation of the STORM Unity Command and Control system into Dundee.
 - An upgrade to the Integrated Communications Control (ICCS) System in Dundee.
 - Improvements to the C3 Core Network.
 - The Aspire CRM Data Improvement Project.
 - The Aspire Application and Network Upgrade.
- 2.7 Collectively these improvements have resulted in a quicker and more stable ICT network. There is, as a result, sufficient ICT capability, capacity and stability to transition calls from the North East area to the PSSC.

Processes

- 2.8 Over the past year, a range of legacy processes have been successfully harmonised to ensure consistency and interoperability.

This exercise was conducted with full engagement with a range of stakeholders. Work has continued to ensure that the ownership of additional processes, previously undertaken by the Aberdeen Service Centre, has been transferred to the Local Policing Division or appropriate departments where appropriate.

- 2.9 Detailed planning has also been undertaken with key stakeholders and partners, to ensure ACR North's readiness to manage emergency situations in relation to key locations within the region, including any incident which takes place off-shore. Consequently, processes are now in place to support the proposed transition of calls from Aberdeen.

Quality of Service

- 2.10 Police Scotland seeks to answer 90% of 999 calls within 10 seconds and 90% of 101 calls within 40 seconds. These targets have been consistently achieved in the East and West since Dundee calls were routed to the PSSC. User Satisfaction Surveys for the period April 2016 to December 2016, indicated that over 94% of respondents expressed satisfaction with their initial contact with Police Scotland. As a result it is assessed that there is sufficient capacity and capability within C3 Division to successfully transition calls from Aberdeen to the PSSC and to the ACR North.

Assurance

- 2.11 In January 2017 the C3IR Programme was subject to independent assurance in the form of a Scottish Government, Gateway Review, which looked at readiness to proceed with the transition of calls from Aberdeen. The report is attached at Appendix A.
- 2.12 The report is very positive, with the readiness to proceed being categorised as GREEN which means:
- "Successful delivery of the project / programme to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery significantly."**
- 2.13 Further to this, it is of note that the team only commented positively on the C3IR Programme and recommended that;

“The knowledge and experience gained through the C3IR project should be used to develop project management capability within Police Scotland.”

- 2.14 HMICS has also undertaken a programme of ongoing assurance work, monitoring progress and risk levels within Police Scotland's call handling and making unannounced visits to C3 sites across the country. This assurance activity has been taking place over the past 12 months and has included over 50 visits, alongside other scrutiny activities.
- 2.16 On 28th February 2017, readiness to transition call handling business from Aberdeen was discussed, in detail, at the SPA C3 Governance and Assurance Group.

HMICS Update Report

- 2.17 Further independent assurance has been provided by way of the HMICS Update Report on call handling. This report provides an update on the progress of Police Scotland and the SPA in response to the HMICS Independent Assurance Review of Police Scotland's Call Handling published in 2015.
- 2.18 This report notes that of the 30 recommendations previously made, 16 are now fully discharged, 12 are partially discharged and only two remain open. The report also outlines that considerable progress has been made and highlights that C3 Division has delivered a number of key milestones including implementation of a virtualised PSSC; the upgrade of key ICT systems and the successful transfer of call handling from Dundee. It was also noted that governance and programme management arrangements have improved significantly, with the required level of change management and quality assurance processes now in place to support the next major steps of the change programme.
- 2.19 Should members approve this proposal a further Programme Board meeting will be held prior to 'go-live', chaired by the SRO, to ensure that readiness to proceed still exists. Thereafter the Chief Constable will also consider readiness to proceed the day prior to the planned 'go-live' date.

3. FINANCIAL IMPLICATIONS

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- 3.1 The only financial implications specifically associated with the decision required in this paper, are those which relate to the VR/ER of staff in Aberdeen.
- 3.3 The broader cost of change associated with this programme and the impact this has on Police Scotland, has previously been reported and is being closely monitored at Force Executive level.

4. PERSONNEL IMPLICATIONS

- 4.1 There are personnel implications associated with this paper, relating to staff members in Aberdeen who are awaiting details of when they may receive their VR/ER offers.
- 4.2 Subject to approval to proceed being given, it is our intention to offer notice to these staff members on 23rd March 2017. HR Staff will be in attendance in Aberdeen to support staff and to facilitate arrangements for staff who which to accept the offer of VR/ER within the recognised 7 day timescale.
- 4.3 Upon closure of the Aberdeen Control Room, 33 police officers will be redeployed; the majority within A Division, with others transferring to N Division, Criminal Justice, Custody and C3 Division.

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications as a consequence of this paper.

6. REPUTATIONAL IMPLICATIONS

- 6.1 There is considerable focus upon this programme and any failure to safely and successfully deliver this change will, undoubtedly, have an adverse reputational impact.

7. SOCIAL IMPLICATIONS

- 7.1 There are no social implications as a consequence of this paper.

8. COMMUNITY IMPACT

8.1 The C3IR Programme is focussed upon delivering improved Contact, Command and Control Services (the benefits of which have previously been articulated) and the transition of call handling business from Aberdeen is a key component in this.

9. EQUALITIES IMPLICATIONS

9.1 There are no equalities implications as a consequence of this paper.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications as a consequence of this paper.

RECOMMENDATIONS

Members are requested to approve the proposed transition of calls from Aberdeen ACR and Aberdeen Service Centre to the North ACR and the Police Scotland Service Centre sites.

Programme and Project Management Centre of Expertise
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Gateway Review

PROJECT: Police Scotland C3 Integration and Remodelling Project
Transition of Business from Aberdeen ACR and Service Centre

Gateway Review 4
(Readiness for Service)

| | |
|--|----------------------|
| Report Status: | Final 1.1 |
| Date/s of Review: | 24/01/17 to 26/01/17 |
| Draft Report Issued to SRO: | 26/01/17 |
| Final Report Issued to SRO & Copied to PPM-CoE: | 02/02/17 |
| Delivery Confidence Assessment: | Green |
| Senior Responsible Owner: | ACC John Hawkins |
| Scottish Government's Accountable Officer: | |
| Organisation's Accountable Officer: (where appropriate) | |

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1. **Background**

1.1 **Aims of the Project**

1.1.1 In January 2014, SPA Board members approved the strategic direction for the integration and re-modelling of the Contact, Command and Control (C3) Division. This included the creation of the Police Scotland Service Centre (PSSC) situated at Govan, Motherwell and Bilston Glen (reducing from 10 legacy Service Centres), and the creation of 3 regional Area Control Rooms (ACR) covering the West (Govan), the East (Bilston Glen) and the North (Dundee).

1.1.2 The scope of this review is stage 6 of the project:

- Relocation of C3 Service Centre Operations from Aberdeen to the Police Scotland Service Centre;
- Relocation of C3 Area Control Room functions from Aberdeen to ACR North in Dundee;

1.1.3 The high level outcomes of the project are to:

- Improve operational response to the public by providing a Scotland wide Command and Control system;
- Provide higher levels of organisational resilience and productivity;
- Facilitate moderate savings; and,
- Contribute to the Police Scotland Estate Strategy by reducing the overall footprint of C3.

(Taken from Refreshed Full Business Case)

1.2 **Driving Force for the Project**

1.2.1 In January 2014, Police Scotland operated with 10 Area Control Rooms, 9 Service Centres at 11 locations with bases in Aberdeen, Dundee, Dumfries, Bilston Glen, Glenrothes, Inverness, Motherwell, Glasgow Govan, Glasgow Pitt Street and Stirling. These locations were supported by a further 7 mothballed fall-back sites. A total of 18 sites maintained overall.

1.2.2 In combination, the Area Control Rooms and Service Centres deploy and control police officers and staff in response to circa 500,000 emergency (999) calls and 2,800,000 non-emergency (101) calls per annum.

1.2.3 Contact, Command and Control (C3) Division, which has responsibility for this operational business area, engaged a total of 1,495 personnel, comprising 362 officers and 1,133 staff (actual head count figures) with the total people budget for the Division being circa £56 million per annum.

1.2.4 Through the introduction of a single national operating model we will be able to enhance existing structures, technologies and processes inherited from the eight legacy forces and which provide significant barriers to the flexible deployment of officers operating within a single national service.

(Taken from Refreshed Full Business Case)

1.3 Procurement/Delivery Status

1.3.1 The project is not directly responsible for any procurements, although a series of enabling procurements of ICT infrastructure and application upgrades have been carried out by Police Scotland ICT.

1.4 Current Position Regarding Gateway Reviews

1.4.1 This is the first Scottish Government Gateway Review of the project.

2. Purpose and Conduct of the Review

2.1 Purpose of the Review

2.1.1 Gateway Review 4: Readiness for service. This Review investigates the organisation's readiness to make the transition from the specification/solution to implementation; where appropriate it will assess the capabilities of delivery partners and service providers. The Review also confirms that ownership of the project is clearly identified after handover to operational services.

2.1.2 A full definition of the purpose of a Gateway Review 4 is attached for information at **Appendix A**.

2.1.3 This report is an evidence-based snapshot of the project's status at the time of the review. It reflects the views of the independent review team, based on information evaluated over a three-day period, and is delivered to the SRO immediately at the conclusion of the review.

2.2 Conduct of the Review

2.2.1 The Gateway Review 4 was carried out on 24/01/17 to 26/01/17 at Police Scotland locations in Govan and Tulliallan.

2.2.2 The Review Team members and the people interviewed are listed in **Appendix C**.

2.2.3 The Review Team would like to thank the SRO, the Police Scotland C3 Programme team and all interviewees for their support and openness, which contributed to the Review Team's understanding of the programme and the outcome of this review.

3. Gateway Review Conclusion

3.1 **Delivery Confidence Assessment.** The review team finds that overall delivery confidence assessment is GREEN. The review team has found that this phase of C3 programme has made, or is in the process of making, detailed plans for the relocation of the Aberdeen Service Centre operations to the Police Scotland

Service Centre and Control Room functions to ACR North in Dundee. This phase of the programme is using experience from previous phases to develop a robust approach to the transition period. The programme has established a rigorous governance and assurance process that is proving effective in building trust with internal and external stakeholders and ensuring decisions are made in line with the delivery schedule. Although this rigorous approach has been implemented in response to external pressures, the impact of these changes has been entirely positive and Police Scotland must use this experience to embed effective project management methodologies within the organisation.

The Delivery Confidence assessment RAG status should use the definitions below.

| <u>RAG</u> | <u>Criteria Description</u> |
|-------------|--|
| Green | Successful delivery of the project/programme to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery significantly |
| Amber/Green | Successful delivery appears probable however constant attention will be needed to ensure risks do not materialise into major issues threatening delivery |
| Amber | Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and if addressed promptly, should not present a cost/schedule overrun |
| Amber/Red | Successful delivery of the project/programme is in doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed, and whether resolution is feasible |
| Red | Successful delivery of the project/programme appears to be unachievable. There are major issues on project/programme definition, schedule, budget required quality or benefits delivery, which at this stage do not appear to be manageable or resolvable. The Project/Programme may need re-baselining and/or overall viability re-assessed |

3.2 The review team has identified two areas of good practice within the C3IR programme. Firstly, the development of a highly productive balance between professional project management discipline and operational policing experience; and secondly, the use of individual sign-off for specific milestones, which has increased the level of assurance and added commitment and empowerment to the wider project team.

3.3 A summary of the Report Recommendations is available at **Appendix B**. The Scottish Government is committed to learning lessons from programme and project delivery. To facilitate this the recommendations from this report have been categorised to align with the Scottish Governments PPM Principles. The SG's PPM Principles are listed at Appendix D. This allows the SG's PPM-CoE to analyse lessons across various reviews and present them in non-attributable reports.

4. **Findings and Recommendations**

4.1 **Business case and stakeholders**

4.1.1 The programme has recently revised its business case to accurately reflect the situation ahead of the Aberdeen move. The review team heard that, following the HMICS review and report into Police Scotland Call Handling published in November 2015, the primary focus of the programme became establishing a safe and stable C3 environment. Influenced by and in response to, the HMICS Report

the project has established a robust governance and assurance structure and a significantly more disciplined approach to project management. Although the benefits realisation plan still identifies financial savings, it is clear to the review team that the more operational focus adopted by the current programme leadership has had a significant positive impact on planning, programme management and delivery.

4.1.2 The programme has a detailed communications plan which, combined with a series of formal governance meetings and regular informal updates, provides highly effective stakeholder management. Although these structures and meetings have been established, in part, because of the HMICS report, the impact of these changes has been wholly positive.

Recommendations: None.

4.2 Risk Management

4.2.1 The programme team maintains a formal risk register that forms part of the agenda of formal management meetings. The review team heard interviewees describe how risks were discussed openly across the project structure.

Recommendations:

None.

4.3 Review of current phase

4.3.1 The programme has worked hard to establish productive working relationships with operational colleagues in Aberdeen, and has used these to build an effective approach to change management. The number of people involved in the Aberdeen phase, combined with the current local economic situation has increased the challenge and workload, although the review team was met with a positive response from Aberdeen and operational stakeholders.

4.3.2 The programme team has developed a significant governance and assurance structure that could have limited progress. However, the positive approach of the programme team has meant that these structures have been used to build effective working relationships with key stakeholders and deliver timely decisions. One effective tool that has been implemented is the requirement for individuals to sign-off specific milestones in their area of responsibility before implementation. This commitment has provided additional assurance of key decisions and empowered process owners within the programme.

4.3.3 There is a high degree of confidence that the Aberdeen phase of the project is under control and should be delivered successfully. Nonetheless, some planning activities are still in development and to ensure successful execution a rigorous approach should be maintained throughout.

4.3.4 The programme had managed to achieve a very productive balance between professional project management discipline and operational policing experience.

Police Scotland should strive to maintain this balance when using the experience of the successful approach of C3IR in future projects.

Recommendations:

None.

4.4 Readiness for next phase – Operations review and benefits realisation

4.4.1 The programme has developed a comprehensive delivery structure and approach, which, although delivering robust and exacting assurance, does come with a significant overhead that is unlikely to be replicated for future projects. The review team believes that it is essential for Police Scotland to develop a comprehensive understanding of how the programme team has delivered these functions of successful programme management and how these functions can be established in different project environments in future.

4.4.2 Once the programme team completes the Aberdeen activities it will focus all resources onto the final phase in Inverness. The review team encourages the programme team to start planning programme closure now.

4.4.3 Interviewees described the C3IR programme as laying the foundations for a range of further opportunities for service improvement and strategic development. The realisation of these wider benefits enabled by C3IR, depend upon the development and delivery of a clear and cohesive strategic plan for Police Scotland – which may be captured within the emerging 2026 strategy.

Recommendations:

R1. The knowledge and experience gained through the C3IR programme should be used to develop project management capability within Police Scotland. Essential

R2. The programme team should start planning for programme closure now. Essential

5. Previous Gateway Review Recommendations

5.1 Not appropriate

6. Next Gateway Review

The next Gateway Review Gate 4 (possibly a two-day healthcheck) Readiness for Service is expected in March 2017 to assure the Inverness phase of the project.

7. Distribution of the Gateway Review Report

7.1 The contents of this report are confidential to the SRO and their representative/s. It is for the SRO to consider when and to whom they wish to make the report (or part thereof) available, and whether they would wish to be consulted before recipients of the report share its contents (or part thereof) with others.

7.2 The Review Team Members will not retain copies of the report nor discuss its content or conclusions with others.

7.3 A copy of the report is lodged with the Scottish Government's Centre of Expertise Programme and Project Management (PPM-CoE) so that it can identify and share the generic lessons learned from Gateway Reviews. The PPM-CoE will copy a summary of the report recommendations to the Scottish Government's Accountable Officer, and where appropriate, to the Organisation's Accountable Officer where the review has been conducted on behalf of one of the Scottish Government's Agencies, NDPBs or Health Sector organisations.

7.4 The PPM-CoE will copy a summary of the report recommendations to the Scottish Government's Accountable Officer, and where appropriate, to the Organisation's Accountable Officer where the review has been conducted on behalf of one of the Scottish Government's Agencies, NDPBs or Health Sector organisations.

7.5 The PPM-CoE will provide a copy of the report to Review Team Members involved in any subsequent review as part of the preparatory documentation needed for Planning Meetings.

7.6 Any other request for copies of the Gateway Report will be directed to the SRO.

Appendix A - Purpose of a Gateway Review 4: Readiness for Service

- Check that the current phase of the contract is properly completed and documentation completed
- Ensure that the contractual arrangements are up-to-date
- Check that the Business Case is still valid and unaffected by internal and external events or changes
- Check that the original projected business benefit is likely to be achieved
- Ensure that there are processes and procedures to ensure long-term success of the project
- Confirm that all necessary testing is done (e.g. commissioning of buildings, business integration and user acceptance testing) to the client's satisfaction and that the client is ready to approve implementation
- Check that there are feasible and tested business contingency, continuity and/or reversion arrangements
- Ensure that all ongoing risks and issues are being managed effectively and do not threaten implementation
- Evaluate the risk of proceeding with the implementation where there are any unresolved issues
- Confirm the business has the necessary resources and that it is ready to implement the services and the business change
- Confirm that the client and supplier implementation plans are still achievable
- Confirm that there are management and organisational controls to manage the project through implementation and operation
- Confirm that contract management arrangements are in place to manage the operational phase of the contract
- Confirm arrangements for handover of the project from the SRO to the operational business owner
- Confirm that all parties have agreed plans for training, communication, rollout, production release and support as required
- Confirm that all parties have agreed plans for managing risk
- Confirm that there are client-side plans for managing the working relationship, with reporting arrangements at appropriate levels in the organisation, reciprocated on the supplier side
- Confirm information assurance accreditation/certification
- Confirm that defects or incomplete works are identified and recorded
- Check that lessons for future projects are identified and recorded
- Evaluation of actions taken to implement recommendations made in any earlier assessment of deliverability.

Appendix B - Summary of Recommendations

| Ref No. | Report Section | Recommendation | Status (C.E.R.) | Aligns with SG PPM Principle No.(s) | Action Plan* |
|---------|----------------|---|-----------------|-------------------------------------|---|
| R1 | 4.4 | The knowledge and experience gained through the C3IR project should be used to develop project management capability within Police Scotland. Essential | E | 10 | SRO, ACC Hawkins will share the final Gateway Review Report with Mr David Page, Deputy Chief Officer, Corporate Service Strategy & Change and ACC Malcolm Graham, Strategic Change. |
| R2 | 4.4 | The project team should start planning for project closure now. | E | 9 | Closure plan is to be presented to the C3IR Programme Board in May / June. |

Each recommendation has been given Critical, Essential or Recommended status. The definition of each status is as follows:

CRITICAL - Critical for immediate action, i.e. to achieve success the project should take action immediately to address the following recommendations:

ESSENTIAL - Critical before next Review, i.e. the project should go forward with actions on the following recommendations to be carried out before the next Gateway Review of the project:

RECOMMENDED - Potential Improvements, i.e. the project is on target to succeed but may benefit from uptake of the following recommendations.

Each recommendation has been aligned with one (or more) of the Scottish Government's PPM Principles (Appendix D list the principles)

***ACTION PLAN** - You must within three weeks of the final Report update Appendix B with your intended actions for addressing each recommendation. You should then share it with the relevant SG Accountable Officer and copy it to the PPM-CoE. Thereafter you are responsible for implementing the actions in response to the recommendations and for further circulation of the report as necessary. If the review has identified serious deficiencies or difficulties (including probable failure to meet the planned budget) within the project the Accountable Officer should inform the relevant Minister/s.

Appendix C - Review Team and Interviewees

Review Team:

| | |
|----------------------|----------------|
| Review Team Leader: | William Harrod |
| Review Team Members: | Mark Abbs |

List of Interviewees:

| Name | Organisation/Role |
|-----------------------------|-----------------------------------|
| ACC John Hawkins | SRO |
| DCC Gwynne | DCC Crime and Operational Support |
| Derek Kilday | Programme Manager |
| Superintendent Alan Waddell | C3IR |
| CS Thomson | A Division Commander |
| CI Alan Wright | Aberdeen Delivery Lead |
| Martin Leven | Director ICT |
| Chris Perry | Unified Communications Specialist |
| Scott Gilfedder | ICT Technical Lead |
| ACC Andy Cowie | ACC North |
| David Hume | SPA Board Member |
| Amanda McDonald | Head of Service Centres |
| Gillian Docherty | Service Centre Chief Inspector |
| Tina Yule | HMICS |
| Superintendent Rob Hay | 2026 Programme |
| CS Newbigging | Divisional Commander |

Appendix D - Scottish Government - Programme and Project Management Principles

1. Governance.

- Our approach to managing programmes and projects is proportionate, effective and consistent with recognised good practice.

2. Business case.

- We secure a mandate for our work; identify, record and evaluate our objectives and options for meeting them; and ensure that we secure and maintain management commitment to our selected approach.

3. Roles and responsibilities.

- We assign clear roles and responsibilities to appropriately skilled and experienced people and ensure their levels of delegated authority are clearly defined.

4. Benefits.

- We record the benefits we seek, draw up a plan to deliver them and evaluate our success.

5. Risk.

- We identify, understand, record and manage risks that could affect the delivery of benefits.

6. Planning.

- We develop a plan showing when our objectives will be met and the steps towards achieving them, including appropriate assurance and review activities, and re-plan as necessary.

7. Resource management.

- We identify the financial and other resources, inside and outside the organisation, required to meet our objectives.

8. Stakeholders.

- We identify those affected by our work and engage them throughout the process from planning to delivery.

9. Closure.

- We ensure that the transition to business as usual maximises benefits and that operational delivery is efficient and effective.

10. Lessons learned.

- We record lessons from our programmes and projects and share them with others so they may learn from our experience.